DoD EVM and Agile Guide
November 14, 2018

Mr. John McGregor
Deputy Director for EVM
Acquisition Analytics and Policy

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▶ **Topics to be Discussed**

- Organization

- Agile and EVM: A PM's Desk Guide Background

- Agile and EVM: A PM's Desk Guide Update

- Questions

Acquisition Enablers Organization

Acquisition Enablers
Mr. David Cadman, Performing the duties of Director

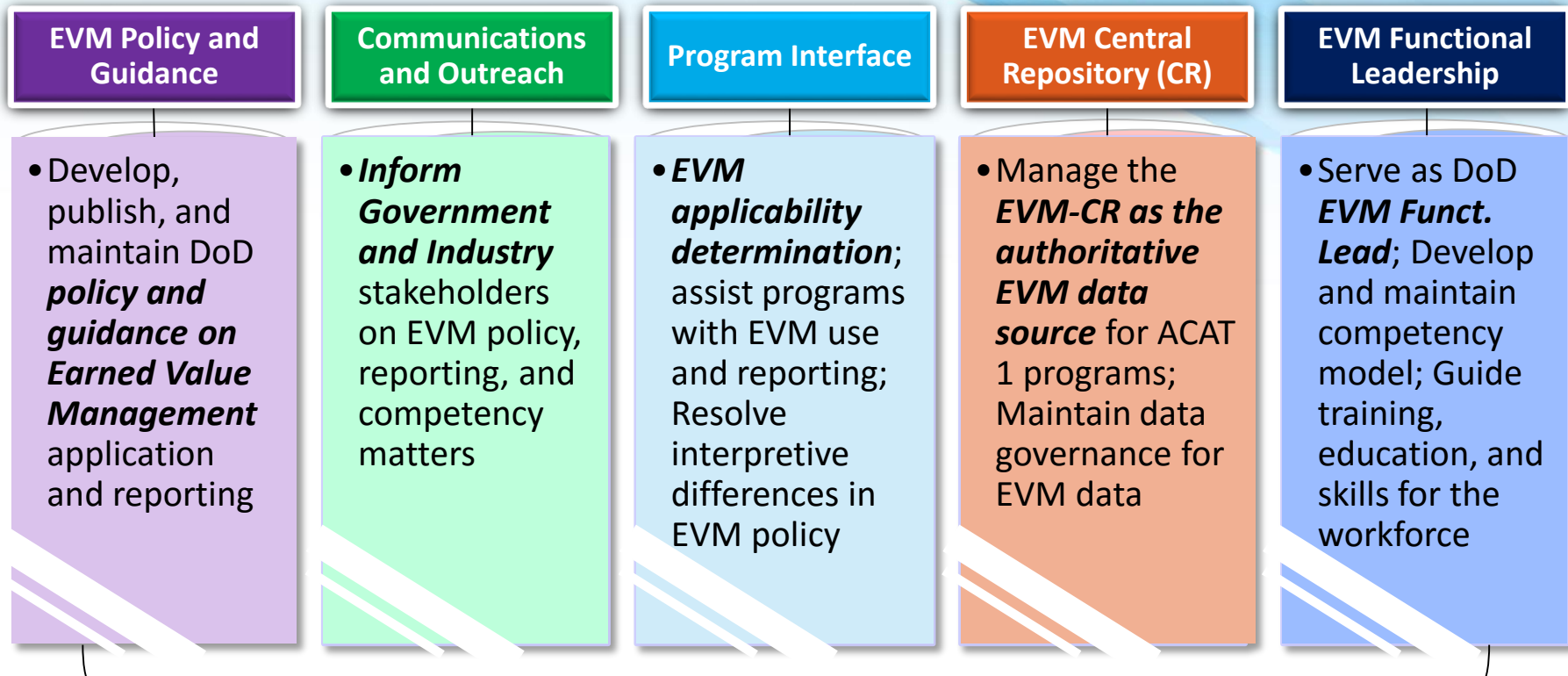| Acquisition Analytics and Policy	Acquisition Approaches and Management	Advanced Software Acquisition / Provenance	Service Acquisition
Cadman Director	*Rodgers* Director	*Pino* Director	*Brennan* Director

Now part of Acquisition Analytics and Policy:
Performance Assessments and Root Cause Analyses (PARCA) was brought into existence via the reforms in the Weapon Systems Acquisition Reform Act (WSARA) of 2009

EVM, as a management discipline for making decisions, depends on governing the entire EVM value stream from Contractor to Government analyst

EVM Policy and Guidance	Communications and Outreach	Program Interface	EVM Central Repository (CR)	EVM Functional Leadership
• Develop, publish, and maintain DoD **policy and guidance on Earned Value Management** application and reporting	• **Inform Government and Industry** stakeholders on EVM policy, reporting, and competency matters	• **EVM applicability determination**; assist programs with EVM use and reporting; Resolve interpretive differences in EVM policy	• Manage the **EVM-CR as the authoritative EVM data source** for ACAT 1 programs; Maintain data governance for EVM data	• Serve as DoD **EVM Funct. Lead**; Develop and maintain competency model; Guide training, education, and skills for the workforce

"To be successful, EVM practices and competencies must be integrated into the program manager's acquisition planning and execution processes"

- *PARCA Authorities Memo, Aug 2011*
- ***Now part of Acquisition Analytics and Policy***

▶ **Strategic partnerships across the EVM Value Stream**

Working across DoD Services/Agencies, Federal Agencies, and Industry to facilitate the effectiveness of EVM for joint situational awareness and program decision making

DoD EVM Policy
Agile and EVM: A PM's Desk Guide Background

▶ **OMB has recognized that Agile and EVM complement each other and co-exist**

"EVM is not tied to any specific development methodology and does not prevent the use of other risk management techniques such as agile development. EVM and agile development are complementary and can be used on the same project. Agile development can be used to incrementally deliver functionality to the customer while EVM provides a standard method for measuring progress."

▸ **A resource for DoD personnel who encounter programs on which Agile philosophies and Earned Value Management are applied**

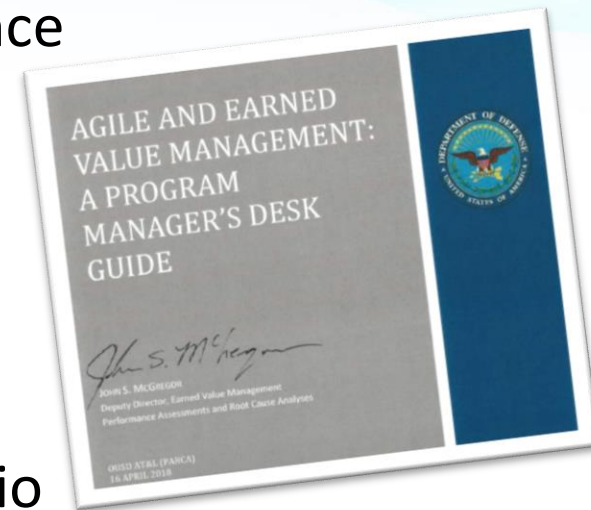1. Agile and EVMS System Compliance

2. Integrated Baseline Review

3. Reports, Metrics, and Analysis

➢ Appendix: Agile and EVM Scenario

AGILE AND EARNED VALUE MANAGEMENT: A PROGRAM MANAGER'S DESK GUIDE

John S. McGregor
Deputy Director, Earned Value Management
Performance Assessments and Root Cause Analyses

OUSD AT&L (PARCA)
16 APRIL 2018

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EVM and Agile work together

▶ **Purpose**

- Gather information on the practice of Agile and EVM

  - Contracting Nuances / Concerns

  - Focus on data requirements through the program life cycle

▶ **Other Objectives**

- Feedback on current version of Guide

- Feedback on what the guide should address

▸ Face-to-Face Site Visits

▸ Both USG and Industry Visits

▸ Programs represented from all Services

- Business Systems

- Weapon Systems

- Real time Missions

▸ Although focus is on contracting there is still a lot of discussion related to the details of implementation

DoD Agile and EVM Guide Update: What Have We Learned So Far?

▸ **Apply method based on work and mission**

- Weapons Systems Development, Business Systems, Real-time missions

- P3I vs new Start

▸ **Contracting Approach:**

- Contract Type: Many types used

- RFP Language: Specify customer delivery needs not process

- Contract Incentives: Varied, effective ones focus on maturity of collaboration

▸ **PM Approach:**

- Most effective when customer and contractor are both fully engaged

- Situational awareness needs to be done daily, weekly, monthly

▶ Technical Approach:

- Time boxed Agile events balanced with scope based releases.

- Requirements definition level of detail needs to allow for implementation discovery

▶ Deliverables:

- Communications plan, training plan, defining customer engagement

- Define Agile metrics that will be used for situational awareness

- Variance reporting on agile metrics – address root cause

▶ **Schedule for Current Guide Update**

- Site Visits through October 2018

- Writing November 2018

- Comments December 2018 through mid January 2019

- Adjudication February 2019

- Publish in Spring 2019

▶ **Next Chapters**

- Structuring the Program (WBS, Organization, IMS)

- Progress Measurement (QBDs) – Variety of methods

- Quantifying benefit of Agile and EVM

Thank You!

Questions Contact Us

AEP Program

EVM Website:
http://www.acq.osd.mil/evm/

EVM Email:
osd.dodevm@mail.mil

Acquisition Exchange Program (AEP) provides a unique career-development experience for high-caliber Government civilians or military personnel interested in acquisition and/or EVM.

http://www.acq.osd.mil/evm/aep.program.html

Back-up
Just in Case

▸ **Contracts**

- Contract Type, $ Value, Contract Incentives?, Sole source / competitive?

- Was Agile an RFP Requirement?

- Were the Agile development methods reviewed during source selection?

- How much of the program is Agile? Describe the type of work scope being done using Agile.

- Did the USG receive Agile training on contractor's methods? If so, was it requested as part of the RFP?

▸ **Program Management Approach**

- Role of USG?

▸ **Technical Approach**

- How often were releases, sprints, technical reviews?

- How progress reviewed and measured?

- Daily / Weekly technical interaction

▸ **Deliverables**

- What CDRLs are used to collect Agile data for Status, Specifications, Design, Cost, Schedule, Metrics?

- What informal Agile data is being jointly discussed between USG and contractor (e.g. Monthly PMRs, informal technical interchanges, etc.)?

▸ **Best Practices / Lessons Learned**

- Is management able to track Agile progress? If so, how? If not, what is missing?

- Have you experienced any contracting barriers? Formal change request process?

- What reporting concerns do you have (e.g. EVM, Agile visibility, etc.)?

- What are you doing from Agile perspective that you like and would recommend for others?